

22 SEP 1960

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Survey of Agency Training

1. On the instruction of General Cabell we instituted a survey of training conducted by the Agency to determine whether it is responsive to all present and future needs. The completed survey is attached but for your convenience I would like to summarize briefly some of our major findings and to identify the recommendations that have been made for your information only. The full survey has been sent to a fairly large number of senior officials in the Agency because this is a matter which concerns not just the Office of Training but all components of the organization.

2. In general, we feel that considerable progress has been made by the Agency in developing a training program toward the ultimate objective of insuring that we have the best trained professionals in intelligence in the world. We feel that considerable credit for this should go to the Director of Training personally. However, there are good training programs not directly a part of the Office of Training, although closely associated with that organization. We would mention particularly the work of the Office of Communications, that of the SR Division and that of the Technical Services Division as being well developed programs. We do not recommend at this time that these be

taken over by the Office of Training because we feel there is generally close association and that in this instance there is no need for centralization.

3. The principal weakness in training at this time is in the availability of the appropriate students. Not all of the proper people are being trained at the proper time. We believe that this situation stems from the attitudes and indoctrination of the present generation of middle-level executives, the branch chiefs. Many of them have had very limited formal training in intelligence and are not deeply convinced of its values and its costs. In consequence, training tends to be given low priority in relation to the many other considerations bearing on the assignment and rotation of our personnel. We think it is up to the Deputy Directors and other senior officials to insure that proper training is being accomplished by monitoring the action taken by the supervisor in the individual case. If inadequately trained people are put on jobs by supervisors who are in a hurry to get a man on the spot or who fail to release their people in time to receive the needed training, disciplinary action should be taken against the supervisor. This is most particularly true in sending people abroad without adequate language and operational training.

4. We would call to your attention in particular the matter of language training which is still not a success despite the incentives for learning and maintaining languages. While the volume of training might seem significant, we would point out that it is not necessarily

the right people, not necessarily the right languages, and not necessarily the right degree of language training. Only a very few individuals have done what is required and that is to take full-time language training for a sufficient period to acquire the depths necessary. We would also point out that the Agency must devote more time and attention to the formal training of executives. There are very few, if any, natural born executives and it perhaps would be true to say that more of those who are natural executives gravitate to the business world than they do to government or to intelligence groups. Consequently, it is incumbent upon us to see that our supervisors are trained to be good executives. This again will take command action and insistence that they get full-time training in executive work and then apply what they learn. Those who cannot be made into good executives should be relieved of their supervisory responsibilities. I would urge also that the Director of Training be fully supported in expanding and perfecting his courses in operational trade-craft including the making more realistic of actual operational training under operational conditions.

5. We think, in conclusion, that many of the present-day problems in providing training at the right time to the right people are peculiar to the first generation of employees, and that the Agency's junior officer training program is making excellent progress in assuring the Agency a next generation of highly trained as well as broadly experienced operating personnel and executives. There is enthusiastic

acceptance of the junior officer trainee throughout the Agency, and we have concluded that the time is now right for a policy of recruitment of all professional ranks (with minor exception) through the junior officer training program.

6. The following are the principal recommendations which we made in this survey.

a. The DD/P establish in his office a position of DD/P Training and Doctrine Officer having responsibility and authority for the formulation and implementation of Clandestine Service training policy and the development of operational doctrine.

25X1A b. DTR experiment with the concept of a board of overseers for [REDACTED] composed of senior grade professional officers as a means to improved communication with and indoctrination of consumers and to promote the development of more effective policies on curriculum and enrollment.

c. DD/P take appropriate steps to ensure that DTR be made a participant, through the presence of his representative or through other effective form of consultation, in all long-range planning for the employment or expansion of deep-cover operations.

d. The DTR confer with the Commanding Officers of the Army and Air Reserve units to see if more practical reserve training, e.g., International Communism, could be handled by OTR for the reservists.

e. That the courses on International Communism be given wider publicity and offered to the personnel of other agencies.

f. The DD/P instruct all supervisors to observe, in requesting language training, the principle that training in regular classes is the normal and most effective method, and that resort to tutorial training shall be had only in exceptional cases and where required by security considerations, or unavoidable pressure of time.

g. (1) DCI issue instructions that Agency Regulations be amended by adding new provisions (a) directing the Deputy Directors to identify the categories of employees for whom specified degrees of language proficiency are required and to tie these standards of proficiency into promotion practices, and (b) directing the Deputy Directors to identify those positions, or that proportion of positions, in each overseas station that may be filled only by individuals who possess, to the degree specified, the language commonly used in the general area of that station.

(2) DCI issue instructions that Agency Regulations be further amended to make language proficiency testing, according to Agency standards, mandatory for all employees who are required to have language skill;

(3) DD/P direct that in all long-range operational planning the implications with respect to possible radical change in requirements as to the nature or extent of language capabilities be carefully considered and that the conclusion reached be regularly and promptly communicated to the DTR;

(4) DD/P consider the advisability of placing directly on the division chiefs the responsibility for all scheduling of language training for personnel in the division and for monitoring the timely carrying out of the language training thus scheduled.

h. (1) The DCI establish as Agency policy that all junior professional officers enter Agency employ through the JOTP.

(2) The DTR establish a JOT Selection Panel composed of line officer representation from the three Deputy Directorates together with appropriate representation from the Office of Personnel and Training. The Chief, JOTP, should chair the panel.

(3) The DTR arrange for the participation on a rotational basis of line officer representation from the three Deputy Directorates in JOTP placement panels.

(4) The DD/P establish minimum standards of training and experience for case officer apprenticeship including general preparatory, basic skills, language and advanced operational training, and, that he determine the feasibility by experiment of some form of overseas familiarization as a part of the apprentice period.

i. (1) The DD/I direct that the recruitment and initial training of junior economists for ORR be accomplished through the JOTP; that increased emphasis be placed by the Agency's recruitment facility on the recruitment of JOT's with academic backgrounds suited to ORR needs; that ORR recruitment be phased down as production of JOT's increases and generally limited to senior economists at the Ph. D. level.

(2) The DD/I and the DD/P initiate a test program for the rotation of qualified DD/I professionals to the DD/P to serve as reports officers with part of the tour to be spent overseas, DD/P reports officers in turn to rotate to the DD/I for training and experience in the evaluation and use of intelligence reporting.\*

j. (1) The DTR be specifically charged with the responsibility of determining under whose auspices non-OTR training will be conducted and,

(2) Pertinent Agency regulations be amended accordingly.

k. The Directors of Personnel and Training together with representatives from operating components take a fresh look at the overall problem of clerical usage and make recommendations for a more effective system. This should be followed by an OTR reassessment of clerical training program.

l. The DD/P study the extent to which it is feasible to develop a greater capability in technical tradecraft in operations officers, establish minimum standards of technical training as basic to the required preparation of all operations officers and issue policy accordingly for the guidance of the Technical School. TSD.

25X1A

\*A similar recommendation was made in the IG's survey of the Far East Division, DD/P, dated June 1958. The lack of recognizable progress in this important effort impels us to repeat the recommendation here.

n. The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions.

o. The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence in the U.S. Government generally in keeping with the outline described above.

25X1A

✓ Lyman B. Kirkpatrick  
Inspector General

Attachment  
Training Survey

cc: DDCI - *destroyed 31 July 61*

*destroyed & destroyed copy  
10-2-61*